



# **Departmental Quarterly Performance Report**

**Department Name: Employee Relations**

**Reporting Period:  
FY 2004-2005  
Second Quarter**

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## MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

### Administrative Services Division:

Streamline payroll and related processes to enhance efficiency of systems, improve accuracy, and timeliness of transactions.

- Human Resources Management System (HRMS)/ Enterprise Resources Planning (ERP)- The Employee Relations Department is committed to the development and implementation of a Countywide HRMS. The Water and Sewer Department (WASD) and Miami-Dade Aviation Department's (MDAD) ERP project provides an opportunity to realize this goal. It also provides a potential solution to the problem we would have faced in the near future with replacing the aging IDMS system upon which the current payroll system resides. WASD and MDAD desire to use PeopleSoft's Time Collection module which will ultimately result in further enhancements to the Time and Leave payroll functions. Business Processes Analysis (BPA) sessions involving WASD, MDAD, Enterprise Technology Services Department (ETSD), the Employee Relations Department (ERD) and the integrator, Maximus, were conducted during this quarter. Additionally, formal training classes for the user community have commenced. It is envisioned that the development and implementation of the ERP will provide a potential opportunity to deploy an Oracle database with paperless time collection system throughout the County. Additionally, other PeopleSoft modules such as Base HR, Recruitment, and Benefits may be phased in to eventually build a Countywide HRMS. Preliminary schedules along with budgetary and staffing requirements for the project have been discussed. It is critical for the County to ensure that appropriate resources and funding are identified in order to successfully implement and support these human resource technologies.
- Enhance the Bus Operators System (BOS) payroll. Due to the complexity of the labor rules associated with the bus and rail operators, there is a significant amount of manual transactions that must be processed by the payroll staff. The inefficiencies in the BOS payroll are demonstrated by the ratio of County employees to Payroll Technicians that is required to process the BOS payroll. The ratio of non-BOS employees to Payroll Technicians is 1,200 to 1, whereas it is 180 to 1 for the BOS employees. Projects to increase automation and enhance the application are being developed in partnership with the Enterprise Technology Services Department.
- Replace the Water and Sewer Department (WASD) payroll system. The current WASD payroll system requires a higher level of service by the Administrative Services Division (ASD). For example, when retroactive transactions are processed, original records must be retrieved from records storage to ensure accuracy. Through the BPA process and fit-gap analysis related to the ERP deployment, a determination will be made regarding the replacement of the WASD payroll system.

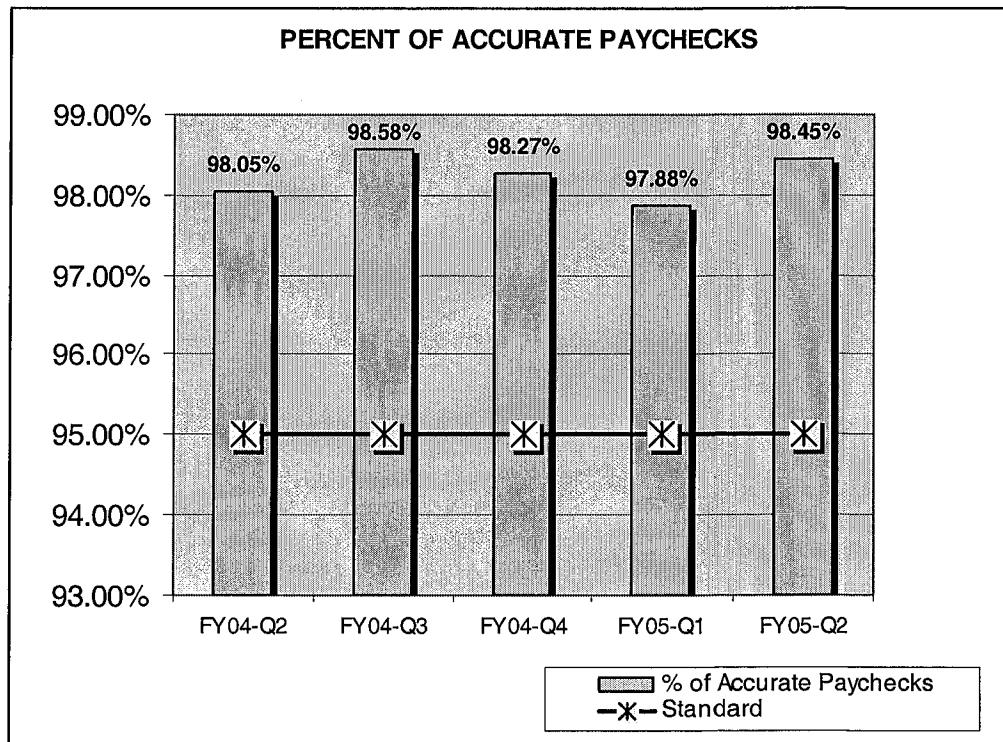
☒ Strategic Plan  
☒ Business Plan  
☒ Budgeted Priorities  
☒ Customer Service  
☒ ECC Project  
☐ Workforce Dev.  
☒ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

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- Electronic Data Management System- A total of ten departments are currently using the on-line Personnel Change Document (PCD). County IT support will facilitate expanding the use of the application to more County departments. Concurrent with this effort, ERD is engaged in discussions with Maximus regarding the implementation of an HRMS. Should those discussions result in the implementation of an HRMS, it is anticipated that this would negate the need for the on-line PCD. Scanning of all personnel documents has been completed and importation is almost 100% complete. The vendor has commenced scanning the medical documents. The audit process is on-going and is expected to take two years if staffing overage requirements are approved. It is anticipated that the original scope of the project will be completed by the end of 2005.
- New measures are being developed for each payroll unit - Time and Leave, Position Control, and Bus Operators System to facilitate monitoring the performance of the Administrative Services Division's Payroll Technicians. The number of transactions (i.e. keystrokes that could potentially result in an error) is monitored. The new reporting system is scheduled to be fully implemented June 2005. The underlying goal is to identify the sources and reasons for errors, improve training, introduce more accountability, and provide a more equitable work distribution.



**Performance Standard: % of accurate paychecks issued should be at least 95%**

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## Personnel Services Division:

Provide an equitable & qualitative system for the recruitment, testing, and compensation to all depts., employees, bargaining units, and public. Fill vacancies expeditiously and provide expertise in departmental recruitment plans.

### Implement an Interactive Voice Response System (IVR).

The IVR has been in place since January 2004. Now that a year's information is available, staff is analyzing the exact effect this technology has had on print advertising costs and will report this information beginning with the third quarter of fiscal year 2004-05.

Staff is also working toward using the IVR as a telephone notification system to advise applicants of test dates, times and locations, to be completed by June 1, 2005.

In addition to continuing activities associated with the IVR, a considerable amount of time and effort was expended toward identifying, purchasing and implementing a web-based recruitment management system, as recommended by the Recruitment Business Process Review Committee. The committee completed its review and a comprehensive report was drafted during the first quarter of FY 2004-05. Concurrently, ERD staff developed the management system's technical specifications with the purpose of releasing a request for proposal (RFP) in early December 2004. Contemporaneously with ERD's efforts, the Water and Sewer and Aviation Departments successfully completed the process to acquire an Enterprise Resources Planning (ERP) tool with their primary interest focused on the ERP's financial management features. The ERP includes a human resources (HR) module that may address our recruitment needs. Consequently, the RFP was not issued and staff is assessing the pros and cons of pursuing the stand-alone recruitment management system versus implementing the HR module in the ERP. Upon conclusion of the evaluation, staff will recommend which option to pursue by June 2005.

### Countywide Pay Plan review.

Conduct a comprehensive review of the County's Pay Plan and Classification Plan and develop a method & model to simplify both.

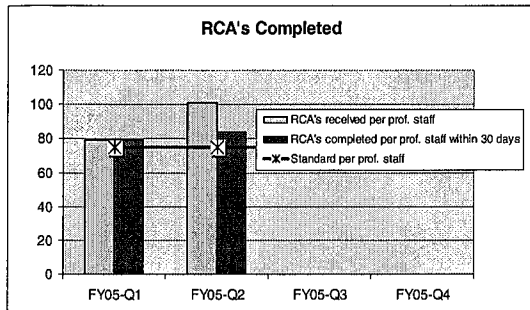
As a result of this study, the compensation staff has completed the research on job analysis methodologies available on the market. ERD is in the process of identifying a funding source to facilitate the procurement of the job analysis methodology.

☐ Strategic Plan  
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Service  
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☐ Workforce  
Dev.  
☐ Audit  
Response  
☐ Other \_\_\_\_\_  
(Describe)

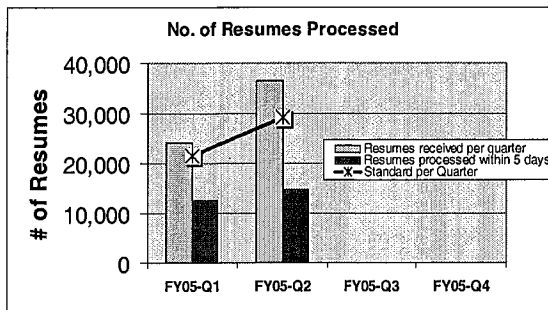
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**Performance Standard:**  
75 RCA's Processed within 30 days  
per staff member.



**Performance Standard:**  
80% of resumes received processed  
within 5 days of recruitment per quarter.

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## Career Development Division:

### American with Disabilities Act.

More than 140 County supervisors received training on the Americans with Disabilities Act employment provisions during the 2nd quarter of this fiscal year. Participant satisfaction was at 97.2% for the quarter, which is 2.2% higher than the performance standard of 95%.

The Unit engaged in collaborative efforts to educate and recruit people with disabilities with one new agency: the South Florida Workforce Disability Advisory Council. The Unit also re-visited the agencies reported in the 1st quarter: MEED, Center for Independent Living, the Business Leadership Network, and the Lighthouse for the Blind. At the end of the 2nd quarter, the unit has met 83% of the goal of collaborating with 6 agencies for FY 2004-05.

The Unit has continued with the implementation of the new countywide "Outreach Intern Program" for individuals with disabilities. One administrative-level intern, began working during this quarter and an offer was extended to a clerical-level intern, who will begin the internship on April 6, 2005.

The American with Disabilities Act Unit/Office of Reasonable Accommodation responded to 331 requests for assistance via telephone/TTY/e-mail and received 27 visits during the 2nd quarter of this fiscal year.

The Unit made site visits this quarter to the following County departments: Office of American with Disabilities Act Coordination, Commission on Ethics & Public Trust, County Attorney's Office, Office of Fair Employment Practices, General Services Administration, Juvenile Assessment Center, Miami-Dade Fire Rescue, SFETC/South Florida Workforce, Team Metro, and the Library.

The American with Disabilities Act Unit/Office of Reasonable Accommodation participated this quarter in the South Florida Workforce Disability Advisory Council, the Microcomputer Education for Employment of the Disabled (MEED) Program Executive Committee, Lighthouse for the Blind/Leadership Miami fundraising event, Gear-Up Express Mentoring Program, and the Miami-Dade Business Leadership Network.

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### Employee Support Services Section.

Performance Indicators	1 St Quarter FY04-05	2nd Quarter FY04-05	3rd Quarter FY04-05	4th Quarter FY04-05	Quarterly Standard
Increase Department Site Visits with Liaisons	16	14	0	0	5
Liaison's Rating for ESSS Services as Above Satisfactory	75%	75%	0	0	75%
Client Rating for ESSS Services as Above Satisfactory	95%	98%	0	0	92%

### Employee Suggestion Program.

Performance Indicators	1 St Quarter FY04-05	2nd Quarter FY04-05	3rd Quarter FY04-05	4th Quarter FY04-05	Quarterly Standard
Suggestions Received	57	101	0	0	254
Suggestions Pending	330	299	0	0	360
Additional Net Savings	\$1.2K	47.1K	0	0	\$1,000K

1. Started the quarter with the ESP Manager's Grand Award on July 1<sup>st</sup>. (Previously reported)
2. Delivered two Coordinator Training sessions (Public Works and WASD).
3. Conducted clean-up campaign of overdue evaluations with all County departments. Closed or resolved more than 100 stagnant suggestion items. This initiative wrapped up with distribution of the County Manager's memo to all Department Directors on September 14th.

### Miami Dade County University.

Miami Dade County University (MDCU) continues its involvement with the Service Excellence component of Results Oriented Government. Over 23,300+ County employees have been trained and over 1,700 County employees have been exempt from the training. The goal was to complete Phase 1 training (32,000+ employees) by March 31, 2005. Approximately 7,500 employees remained to be trained.

MDCU has also launched the Background Checks program in March 2005. Phase I of this program includes implementing nationwide background checks on new hires. Training will be conducted to Department Directors, DPRs, and another senior member assigned by each department director.

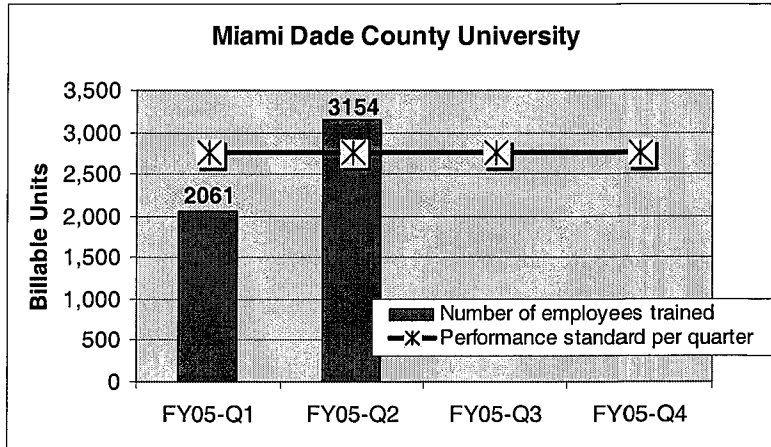
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## Supervisory Certification Program.

As of the first quarter 3,154 County employees were scheduled to be trained of the standard 2,750 resulting in 115% of the standard being met for the second quarter.



**Performance Standard: 220 billable employees per week or 2750 per quarter**



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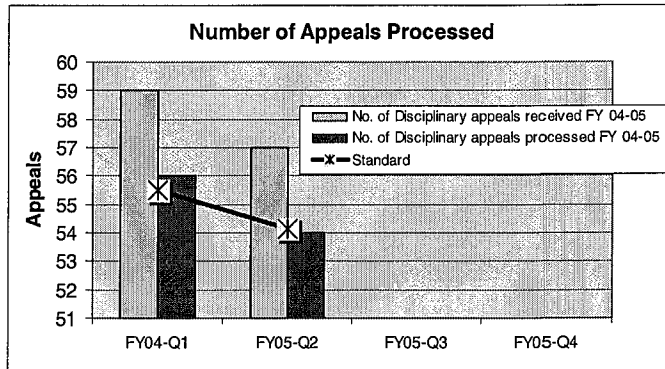
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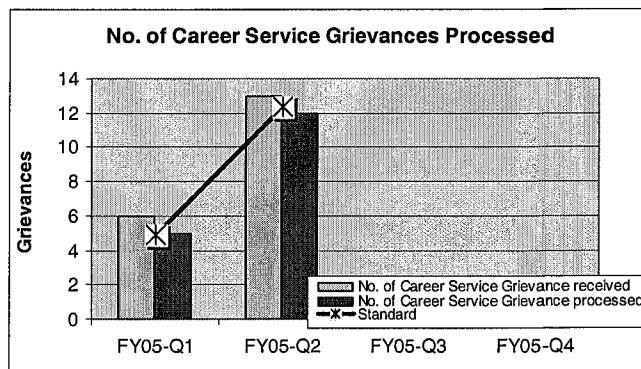
## Labor Management and Employee Appeals Division:

Maintain a harmonious working relationship between Miami-Dade County and the certified collective bargaining units; greater efficiencies achieved by more balanced collective bargaining with goals of enhanced efficiency.

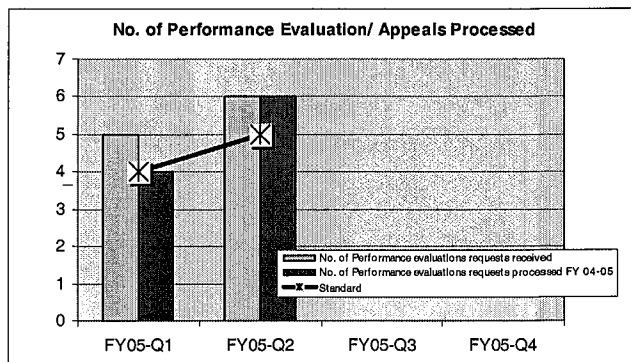
Completed Arrest Log training of 70 employees during the 2<sup>nd</sup> quarter.



**Performance Standard: Process 90 % of Appeals within 15 days from date received**



**Performance Standard 4<sup>th</sup> Qtr: Process 90% of Grievances within 15 days from date received**



**Performance Standard: Process 90 % of Evaluations Hearings within 15 days from date received**

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## PERSONNEL SUMMARY

### *A. Filled/Vacancy Report*

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	130	151	130	21	131	20				

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

### Notes:

#### *B. Key Vacancies*

Personnel Services – None

Labor Management and Employee Appeals – Labor Management & Employee Appeals Coordinator (1)

Admin. Services – (1) ERD Records Technician. The position will remain vacant through the fiscal year. Funding for the position is being used to pay for the cost of scanning/ backfiling new documents.

Unfunded vacancies as a result of the .034 millage reduction are impeding ERD's ability to efficiently deliver HR services. The following positions were impacted:

ERD Records Technician - This will increase delays in the retrieval of employee files requested by departments for testing, recruitment, calculation of retention scores for layoffs, lawsuits, subpoenas, from 2 days to at least 1 week. It will also decrease customer service by increasing wait times for phone calls and walk-in service, increased turnaround time for information requests (employment and income verifications) from 2 to at least 1 week, delays in scheduling for pre-hire employment physicals and drug testing from 1 day to 3 days. The only option would be to increase overtime which would not be permitted under the funding reduction.

Labor Management Specialist - eliminating this position inhibits the formulation of collective bargaining proposals which are to be developed over the coming year through the utilization of focus groups. This effort was planned in order to provide the maximum input from the County departments' management teams to include in negotiations key business initiatives of Miami-Dade County with emphasis on the reengineering of the County's compensation and personnel systems.

This issue is to be addressed at ERD's upcoming departmental resource allocation meeting.

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## C. Turnover Issues

**D. Skill/Hiring Issues** Personnel-Payroll Technicians require 6-12 months of training to acquire knowledge about the personnel and payroll rules, labor agreements, and to utilize the payroll system. This is an important factor to consider in filling vacancies as there should be an overlapping in hiring to permit adequate cross training.

## E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

## F. Other Issues

## FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			% of Annual Budget
			Budget	Actual	Budget	Actual	\$ Variance	
Revenues								
♦ Gen Fund	8542	8710	2177	2858	4355	4602	247	53
♦ Reimb	2175	2311	578	220	1155	894	-261	39
♦								
♦								
<b>Total</b>	10717	11021	2755	3078	5510	5496	-14	50
Expense*								
Salary	7590	7757	1939	1919	3878	3916	38	50
Fringes	2057	2309	577	735	1155	1203	48	52
Other Oper	1070	955	239	396	477	588	111	61
<b>Total</b>	10717	11021	2755	3050	5510	5707	197	52

\* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

## Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Total</b>					

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### Comments:

(Explain variances, discuss significant in-kind services, and provide status of aged receivables at 30-60-90+ days and those scheduled for write-off, if applicable)

The Employee Relations Department has processed all backlog reimbursements and presently we are up to date. We will continue to recover costs expended for Miami Dade County University including training coordinated for Florida International University, Miami-Dade Community College, New Horizons; General Services Administration/ Risk Management; Water and Sewer Department; Testing & Validation; and the Memorandum of Understanding (MOU) with Miami Dade Transit., etc.

### **STATEMENT OF PROJECTION AND OUTLOOK**

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

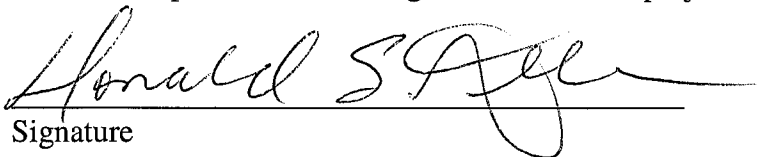
Employee Relations Department will focus on performance standards and maintaining staffing levels while moving forward with a modernization plan.

More realistic resource levels to comply with value added internal support level.

The requirement of Miami-Dade University to provide training for which ERD does not charge is expected to continue throughout FY 04-05. ERD will continue to track the diversion and will pursue an alternative funding model for FY 05-06 through the upcoming resource allocation meetings.

### **DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

  
Signature

Department Director

Date 4/15/05